

CHAPTER 1

DEPARTMENT OF DEFENSE ORGANIZATION

LEARNING OBJECTIVES

Learning objectives are stated at the beginning of each chapter. These learning objectives serve as a preview of the information you are expected to learn in the chapter. By successfully completing the accompanying nonresident training course (NRTC), you indicate you have met the objectives and have learned the information.

Upon completion of this chapter, you should be able to do the following:

1. Describe the mission of the Secretary of Defense, Secretaries of the military departments, Joint Chiefs of Staff, unified and specified commands, and U.S. armed forces.
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Alexander Hamilton wrote concerning the national defense: "The rights of neutrality will only be respected when they are defended by an adequate power. A nation despicable by its weakness forfeits even the privilege of being neutral."

In today's world, no less than in that of Hamilton's, the United States requires military power adequate to support our national security goals. So, as Hamilton pointed out, this nation must maintain a credible military posture. The United States Navy has been in the past, and continues to be today, an integral part in this nation's national strategy. National strategy is the broad course of action with design to achieve national goals in support of national interest. We maintain U.S. defense forces to preserve the physical security and protect the political independence of the United States. Key elements of our national security strategy are deterrence, forward defense, and alliance solidarity. Each requires maritime power.

ORGANIZATION OF THE DEPARTMENT OF DEFENSE

Performance of all functions of the Department of Defense (DOD) and its agencies is under the authority, direction, and control of the Secretary of Defense (SECDEF).

The DOD is made up of the Office of the Secretary of Defense (OSD), military departments and the military services within those departments, Joint Chiefs of Staff (JCS) and the Joint Staff, unified and specified commands, DOD agencies, and DOD field activities. The OSD and JCS provide immediate staff aid and advice to the SECDEF. These offices have separate identities and organizations, but they function in full accord.

The OSD includes the following:

- The Deputy SECDEF
- Under Secretaries of Defense
- Comptroller of the DOD

- Director of Defense Research and Engineering
- Assistant SECDEF
- Director of Operational Test and Evaluation
- General Counsel of the DOD
- The Inspector General of the DOD

Each military department has a separate organization under its own Secretary and functions under the direction, authority, and control of the SECDEF. Issuing of orders to the military departments is through the Secretaries of these departments. Issuing of orders to commanders of unified or specified commands is by the President or the SECDEF or by the Chairman, JCS.

GENERAL MISSION AND FUNCTIONS OF THE DOD

As higher authority prescribes, the DOD is responsible to maintain and employ armed forces to do the following:

- Support and defend the Constitution of the United States against all enemies, foreign or domestic
- Ensure, by timely and effective military action, the security of the United States, its possessions, and its areas of vital interest
- Uphold and advance the national policies and interest of the United States

SECRETARY OF DEFENSE

The SECDEF is a member of the President's Cabinet. The SECDEF serves as the principal assistant to the President on matters of national defense and on all matters of the DOD. Within the DOD, the operational chain of command begins with the President. It then proceeds to the SECDEF, through the JCS, and to the unified and specified commanders (fig. 1-1).

The Office of the SECDEF includes under secretaries, assistant secretaries, the general counsel, and assistants.

SECRETARIES OF THE ARMY, NAVY, AND AIR FORCE

The Secretaries of the military departments each have specific missions. However, they all operate under the same basic guidelines. The following are common functions of the military departments:

- Prepare forces and set up reserves of manpower, equipment, and supplies for the effective prosecution of war and military operations short of war; plan for the expansion of peacetime components to meet the needs of war.
- Maintain in readiness mobile Reserve forces, properly organized, trained, and equipped for employment in emergency.
- Provide adequate, timely, and reliable intelligence and counterintelligence for the military departments and other agencies as directed.
- Recruit, organize, train, and equip interoperable forces for assignment to unified and specified combatant commands.
- Prepare and submit budgets for their respective departments; justify before Congress budget requests as approved by the President; and control the funds made available for maintaining, equipping, and training the forces of their respective departments, including those assigned to unified or specified combatant commands. The military department budget submissions to the SECDEF are done on the basis, among other things, of recommendations by commander in chiefs (CINCs) and service component commanders of forces assigned to unified and specified combatant commands.
- Conduct research; develop tactics, techniques, and organization; and develop and buy weapons, equipment, and supplies.
- Develop, garrison, supply, equip, and maintain bases and other installations, including lines of communications, and provide administrative and logistics support for all forces and bases.

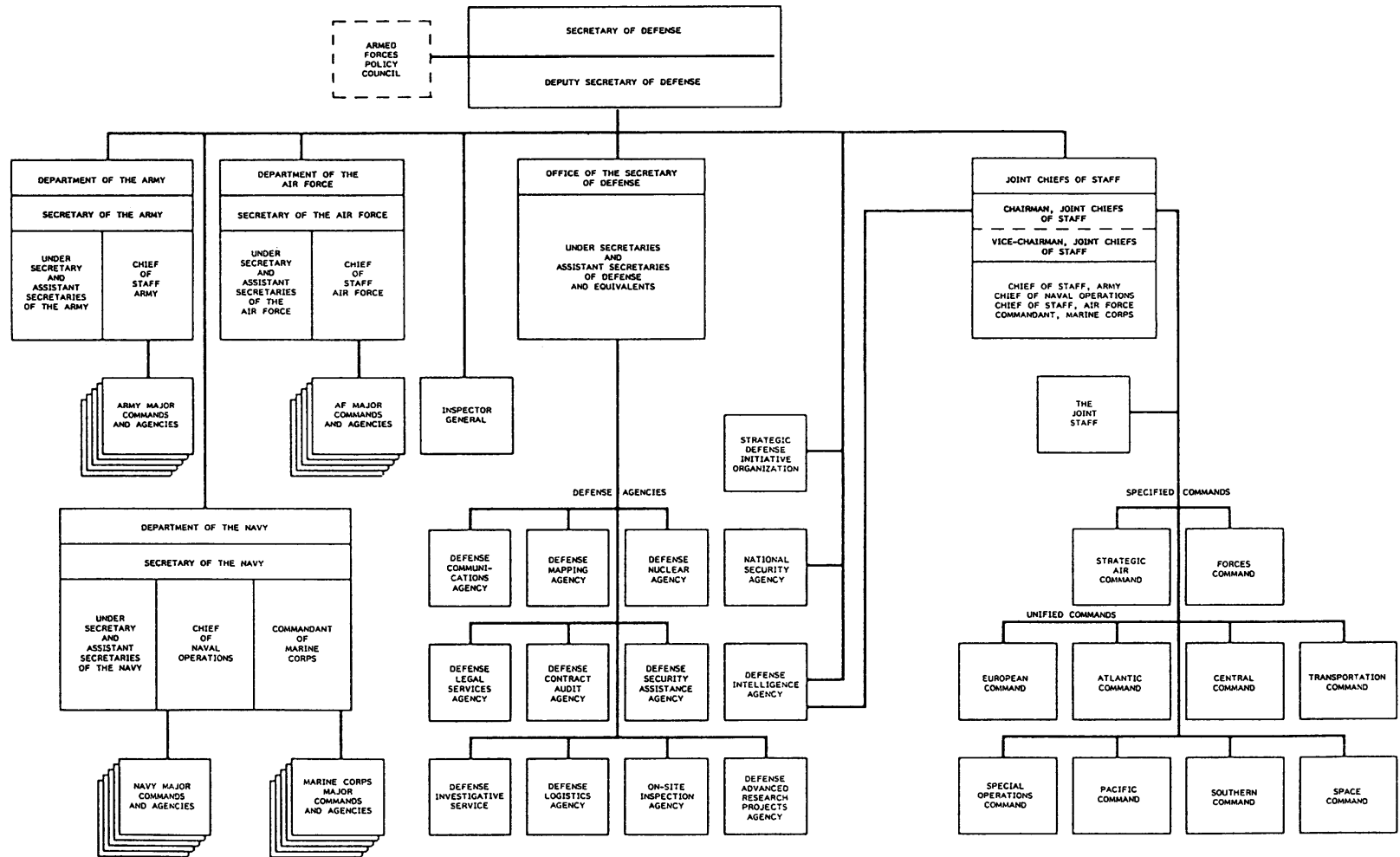


Figure 1-1.—Department of Defense Organization.

- Provide, as directed, such military forces, military missions, and detachments for service in foreign countries as may be necessary to support the national interest of the United States.
- Aid in training and equipping the military forces of foreign nations.
- Provide, as directed, administrative and logistics support to the headquarters of unified and specified combatant commands. This includes direct support of the development and acquisition of the command and control systems of such headquarters.
- Aid each other in the accomplishment of their respective functions. This includes the provisions of personnel, intelligence, training, facilities, equipment, supplies, and services.
- Prepare and submit, in coordination with other military departments, mobilization information to the JCS.
- Assigning resources to fulfill strategic plans
- Making recommendations for the assignment of responsibilities within the armed forces by and in support of those logistics and mobility plans
- Comparing the capabilities of American and allied armed forces with those of potential adversaries
- Preparing and reviewing contingency plans that conform to policy guidance from the President and the SECDEF
- Preparing joint logistics and mobility plans to support contingency plans
- Recommending assignment of logistics and mobility responsibilities to the armed forces to fulfill logistics and mobility plans

THE JOINT CHIEFS OF STAFF (JCS)

The Joint Chiefs of Staff consists of the Chairman; the Chief of Staff, U.S. Army; the Chief of Naval Operations; the Chief of Staff, U.S. Air Force; and the Commandant of the Marine Corps.

The JCS gets support from the Joint Staff. Collectively, the JCS and the Joint Staff are the immediate military staff of the SECDEF.

The Chairman of the JCS is the principal military advisor to the President, the National Security Council, and the SECDEF. Other members of the JCS are military advisors who may provide additional information upon request from the President, the National Security Council, or the SECDEF. They may also submit their advice when it does not agree with that of the Chairman.

Subject to the authority of the President and the SECDEF, the Chairman, JCS, has the following responsibilities:

- Aiding the President and the SECDEF in providing for the strategic direction and planning of the armed forces
- Formulating doctrine and training policies and coordinating military education and training
- Representing the United States on the Military Staff Committee of the United Nations
- Performing such other duties as prescribed by the President and the SECDEF
- Convening and presiding over regular meetings of the JCS

The Chairman also advises the SECDEF on critical deficiencies and strengths in force capabilities and assesses the effect of such deficiencies and strengths on meeting national security goals and meeting strategic plans policies. He sets up and maintains a uniform system for checking the preparedness of each unified and specified combatant command to carry out assigned missions.

The Chairman advises the SECDEF on the priorities of the requirements identified by the commanders of the unified and specified combatant commands on and to the extent to which program recommendations and budget proposals of the military conform with set priorities. He is responsible for submitting to the Secretary alternative program recommendations and budget proposals.

Additionally, the Chairman, JCS, has the following responsibilities:

- Helping to carry out the business of the JCS as promptly as practical
- Scheduling issues for consideration by the JCS

The Chairman, while serving, holds the grade of general or admiral and outranks all other officers of the armed forces.

VICE CHAIRMAN OF THE JOINT CHIEFS OF STAFF

The Vice Chairman of the JCS performs duties assigned by the Chairman, with the approval of the SECDEF. The Vice Chairman acts as Chairman when there is a vacancy in the office of the Chairman or in the absence or disability of the Chairman. He participates in all meetings of the JCS but may not vote except when acting as Chairman. The Vice Chairman, while so serving, holds the grade of general or admiral and outranks all other officers of the armed forces except the Chairman of the JCS.

JOINT STAFF

The Joint Staff, under the Chairman, JCS, aids the Chairman and, subject to the authority of the Chairman, the other members of the JCS, including the Vice Chairman, in carrying out their responsibilities.

The Joint Staff is headed by a Director that the Chairman selects in consultation with the other members of the JCS and with the approval of the SECDEF. The Chairman selects officers to serve on the Joint Staff. Assignments are made in approximate equal numbers from the Army, Navy, Marine Corps, and Air Force. The Joint Staff is made up of all members of the armed forces and civilian employees assigned or detailed to permanent duty to perform the functions assigned to the Chairman of the JCS. Effective 1 October 1988, the total number of military and civilian personnel was to peak at 1,627.

COMMON FUNCTIONS OF THE MILITARY SERVICES

The Army, Navy, Air Force, and Marine Corps, under their respective Secretaries, are responsible for determining service force requirements. They also make recommendations concerning force requirements to support national

security goals and strategy and to meet the operational requirements of the unified and specified combatant commands. Common functions of the military services are as follows:

- Planning for the use of the intrinsic capabilities of resources of the other services that may be available
- Recommending to the JCS the assignment and deployment of forces to unified and specified combatant commands
- Controlling service forces
- Providing logistics support for service forces, including procurement, distribution, supply, equipment, and maintenance
- Developing doctrines, procedures, tactics, and techniques employed by service forces
- Conducting operational testing and evaluation
- Providing for training for joint operations and joint exercises in support of unified and specified combatant command operational requirements
- Operating organic land vehicles, aircraft, and ships or craft
- Consulting and coordinating with the other services on all matters of joint concern
- Participating with other services in the development of the doctrines, procedures, tactics, techniques, training, publications, and equipment for such joint operations as is the primary responsibility of one of the services

DEPARTMENT OF THE ARMY

The Army, within the Department of the Army, includes land combat and service forces and any organic aviation and water transport assigned. The Army is responsible for the land forces necessary for the effective prosecution of war and military operations short of war.

Primary Functions of the Department of the Army

The primary function of the Army is to conduct prompt and sustained combat operations on land to defeat enemy land forces and to seize, occupy, and defend land areas. The Army also provides forces for appropriate air and missile defense and space control operations, including the provision of forces as required for the strategic defense of the United States. In coordination with the other military services, the Army provides forces for joint amphibious, airborne, and space operations. Specifically, the Army develops, in coordination with other military services, doctrines, tactics, techniques, and equipment of interest to the Army. It does that for amphibious operations and space operations not provided elsewhere. The Army also has the primary responsibility for developing doctrines, procedures, and equipment employed by the Army and Marine Corps in airborne operations. The Army is trained, organized, and equipped to conduct special operations, electronic warfare, and psychological operations. It also operates land lines of communications.

The Department of the Army conducts the following activities:

- Functions related to the management and operation of the Panama Canal, as assigned by the Secretary or Deputy Secretary of Defense
- The authorized civil works program, including projects for improvement of navigation, flood control, beach erosion control, and other water resource developments in the United States, its territories, and its possessions
- Certain other civil activities prescribed by law

Collateral Function of the Army

A collateral function of the Army is to train forces to interdict enemy sea and air power and communications through operations on or from land.

DEPARTMENT OF THE NAVY

The Navy, within the Department of the Navy, includes naval combat, service, and aviation

forces and the Marine Corps. The Marine Corps includes not less than three combat divisions and three air wings. The Coast Guard, when operating as a service within the Department of the Navy, includes naval combat and service forces and such aviation forces as maybe an integral part of that service.

The Navy and Marine Corps, under the SECNAV, are responsible for the Navy and Marine Corps forces necessary for the effective prosecution of war and military operations short of war under the integrated joint mobilization plans.

During peacetime the Department of Transportation is responsible for maintaining the United States Coast Guard in a state of readiness so that it may function as a specialized service in the Navy in time of war or when the President directs. The Coast Guard may also perform its military functions in times of limited war or defense contingencies, in support of naval component commanders, without transfer to the Department of the Navy.

Primary Functions of the Navy and Marine Corps

The Navy and Marine Corps are organized, trained, and equipped to conduct prompt and sustained combat operations at sea. They do this to gain and maintain naval supremacy and air superiority in an area of naval operations and to protect vital sea lines of communications. Naval and Marine Corps forces seize and defend advanced naval bases and conduct such land, air, and space operations as may be essential to the prosecution of a naval campaign.

The Marine Corps provides Fleet Marine Forces of combined arms, together with supporting air components, for service with the fleet. It uses them in the seizure and defense of advanced naval bases and for the conduct of such land operations as may be essential for the prosecution of a naval campaign. In addition, the Marine Corps provides detachments and is organized for service in armed vessels of the Navy and security detachments for the protection of naval property. However, these additional duties must not distract from, or interfere with, the primary organizational operations of the Marine Corps. These functions do not contemplate the creation of a second land army. Further, the Marine Corps develops doctrines, tactics, techniques, and equipment employed by landing forces. It does that in amphibious operations of common interest to the Army and Marine Corps.

It also trains and equips required forces for airborne operations and doctrines, procedures, and equipment of interest to the Marine Corps for airborne operations not provided by the Army.

Collateral Functions of the Navy and Marine Corps

The collateral functions of the Navy and the Marine Corps are to train forces to do the following:

- Restrain enemy land and air power and communications through operations at sea
- Conduct close air and naval support for land operations
- Furnish aerial photography for cartographic purposes
- Participate in the overall air effort, when directed
- Set up a military government, as directed, pending transfer of this responsibility to other authority

DEPARTMENT OF THE AIR FORCE

The primary responsibility of the Department of the Air Force is to prepare the Air Force, as necessary, for war. It is also responsible for expanding peacetime components of the Air Force to meet the needs of war. The Air Force, within the Department of the Air Force, includes both combat and service aviation forces.

Primary Functions of the Department of the Air Force

The primary functions of the Air Force are as follows:

- Ž To organize, train, and equip Air Force personnel to conduct prompt and sustained combat operations in the air. Specifically, the Air Force defends the United States against air attack. The functions of the Air Force support the doctrines set up by the JCS. These doctrines include gaining and maintaining general air supremacy, defeating enemy air forces, controlling vital air areas, and setting up local air superiority.

- To develop doctrines and procedures, in coordination with other U.S. military services, for the unified defense of the United States against air attack.
- To organize, train, and equip Air Force personnel for strategic air warfare.
- To organize, train, and equip Air Force personnel for joint amphibious and airborne operations in coordination with other U.S. military services.
- To furnish close combat and logistical air support to the Army. This air support includes airlift, support, and resupply of airborne operations; aerial photography; tactical reconnaissance; and restraint of enemy land power and communications.
- To provide air transport for the armed forces.
- To develop, in coordination with other U.S. military services, doctrines, procedures, and equipment for air defense from land areas, including the continental United States.
- To formulate doctrines and procedures for organizing, equipping, training, and employing Air Force troops.
- To provide an organization capable of furnishing adequate, timely, and reliable intelligence for the Air Force.
- To furnish aerial photography for cartographic purposes.
- To develop tactics, techniques, and equipment for amphibious operations in coordination with other U.S. military services.
- To develop doctrines, procedures, and equipment employed by Air Force troops in airborne operations with other U.S. military services.

Collateral Functions of the Department of the Air Force

The collateral functions of the Air Force are to train forces to do the following:

- Ž Restrain enemy sea power through air operations
- Ž Conduct antisubmarine warfare and protect shipping
- Ž Conduct aerial minelaying operations

UNIFIED AND SPECIFIED COMMANDS

The United States' concept of the military establishment is that it is an efficient team of land, naval, and air forces. This concept has its base on the principle of effective use of military power. This principle requires close integration of the efforts of the separate military services. Unity of effort among the services at the national level results from a joint effort. The Secretaries of the Army, Navy, and Air Force, the JCS, and the various military departments work together in this joint effort.

Under the National Security Act, each military department and service must coordinate with the others. Each is responsible for organizing, training, equipping, and providing forces to fulfill certain specific combat functions and for controlling and supporting these forces.

The full use and exploration of the weapons, techniques, and capabilities of each department and service are essential in attaining our national security goals.

UNIFIED COMMANDS

A unified command is a command, with a broad continuing mission, composed of significant components of two or more services under a single commander. When either or both of the following criteria apply to a situation, it requires a unified command:

1. A broad continuing mission exists that requires significant forces of two or more services and a single strategic direction.

2. Any combination of the following exists when the situation involves significant forces of two or more services:
 - a. A large-scale operation requiring positive control and tactical execution by a large and complex force.
 - b. A large geographic area requiring single responsibility for effective coordination of operations.
 - c. Command use of limited logistics resources.

The unified commands existing at this time include the following:

U.S. European Command (USEUCOM)

U.S. Southern Command (USSOUTHCOM)

U.S. Pacific Command (USPACOM)

U.S. Atlantic Command (USLANTCOM)

U.S. Space Command (USSPACECOM)

U.S. Transportation Command (USTRANSCOM)

U.S. Special Operations Command (USSOCOM)

U.S. Central Command (USCENTCOM)

Unified Commander

The authority setting up a unified command appoints a unified commander. This authority also determines the force structure and assigns the forces and missions and the general geographic area of responsibility.

The commander of a unified command has a joint staff, with members in key positions from each service having component forces under the unified command. The joint staff requires a balance in the composition of the forces and the character of the operations. This balance makes sure of an understanding by the commander of the tactics, techniques, capabilities, needs, and limitations of each part of the forces.

Each component of a unified command is normally under direct command of an officer of that component. A unified commander usually exercises operational command through the service component or through the commanders

of subordinate unified commands. (A unified commander may set up subordinate unified commands.) In exercising operational command, a unified commander takes notice of the knowledge and responsibilities of assigned service component commanders.

The responsibilities of the commander of a unified command include the following:

- Ž Maintaining the security of the command and protecting the United States, its possessions, and its bases against attack or a hostile outbreak
- Ž Carrying out assigned missions, tasks, and responsibilities
- Ž Assigning tasks to, and directing coordination among, subordinate commands to ensure unity of effort in the accomplishment of assigned mission(s)

Component Command

A component command consists of the component commander and those people, units, detachments, organizations, or installations assigned to the operational command of the unified commander.

A component commander advises the unified commander about the proper assignment of the component to achieve the unified operational mission. A component commander may have assignments to missions or tasks not within the scope or authority of the unified commander. However, these missions and tasks should not conflict with, but should contribute to, the overall mission of the unified command.

SPECIFIED COMMAND

A specified command is a command with a broad continuing mission. It is normally made up of forces from only one service but may include units and staff representation from other services.

The authority that sets up a specified command appoints the specified commander and the force structure. This authority also assigns the missions and defines the commander's general geographic area of responsibility. Figure 1-1 shows the position of the commander in the chain of command.

Units of other services assigned to a specified command normally know the purpose and duration of the assignment. Such assignment, in

itself, does not change the specified command to a unified command. If, however, the assignment is major and of long duration, a unified command is normally setup instead of a specified command.

The commander of a specified command has the same responsibilities as the commander of a unified command; however, the specified commander cannot set up subordinate unified commands.

The specified commands are the Strategic Air Command (SAC) and the U.S. Forces Command (USFORCOM).

SUMMARY

Organization is not a new concept. Initially, you learned that, in its simplest form, organization is the orderly arrangement of assets. As a master or senior chief petty officer, you should understand the organization of our Navy.

The DOD is the largest United States government agency. It consists of the Office of the SECDEF; the Departments of the Army, Navy, and Air Force; the JCS; the unified and specified commands; and other agencies set up by the SECDEF.

The heads of the Departments of the Army, Navy, and Air Force are each responsible for preparing their forces for war.

The members of the Joint Chiefs of Staff are the principal military advisors to the President, the National Security Council, and the SECDEF. They are subject to the authority and direction of the President and the SECDEF.

The United States Military Establishment must be an efficient team of land, naval, and air forces to defend and protect our nation. To this end, the President sets up unified commands to bring about unity of effort among the services.

REFERENCES

- Functions of the Department of Defense and Its Major Components*, Department of Defense Directive 5100.1, Department of Defense, Washington, D.C., 1987.
- United States Government Manual*, Office of the Federal Register, National Archives and Records Administration, Washington, D.C., 1986.

